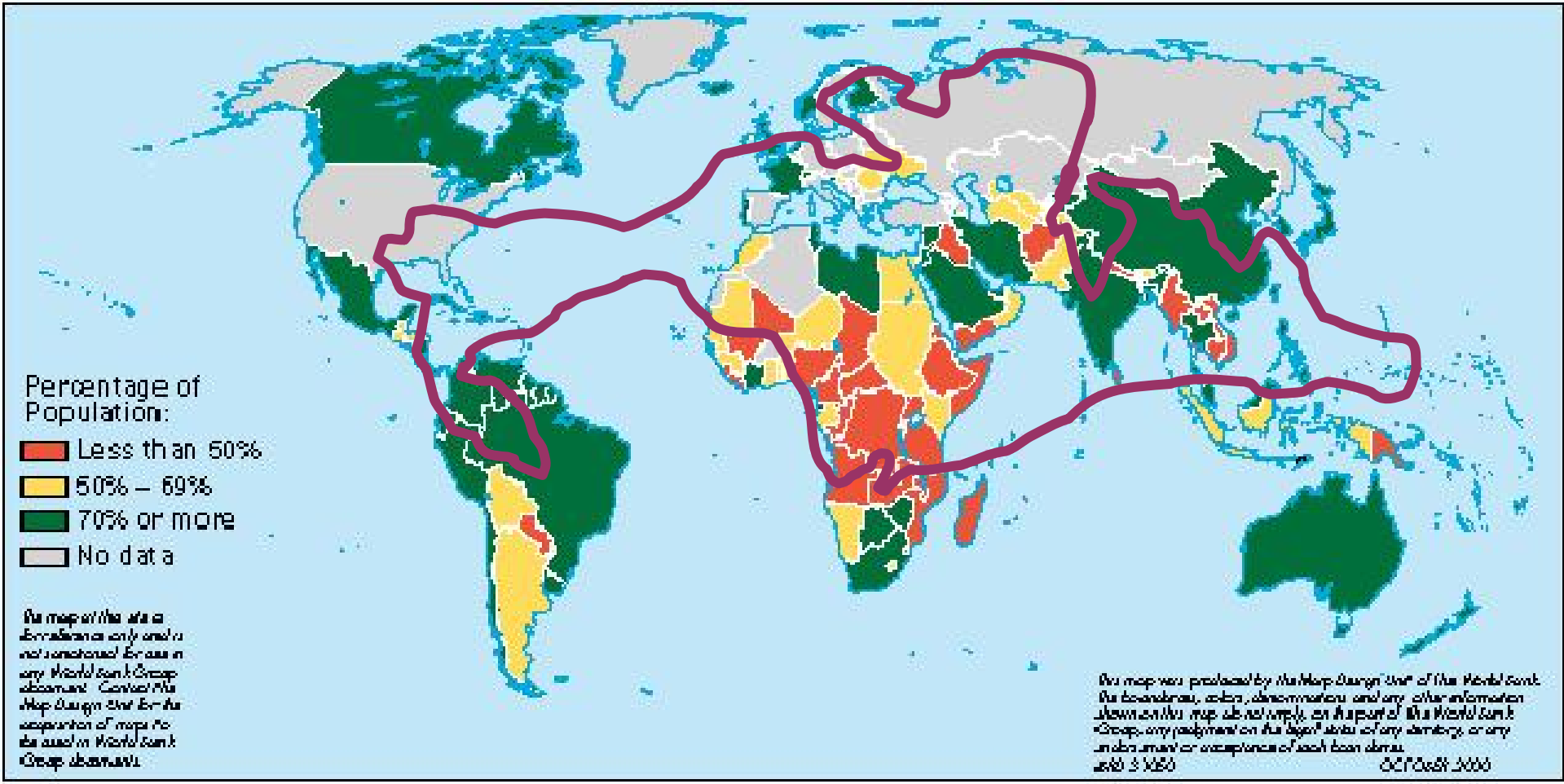
Army's Strategic Planning Model

Is this a model for NASA Centers?

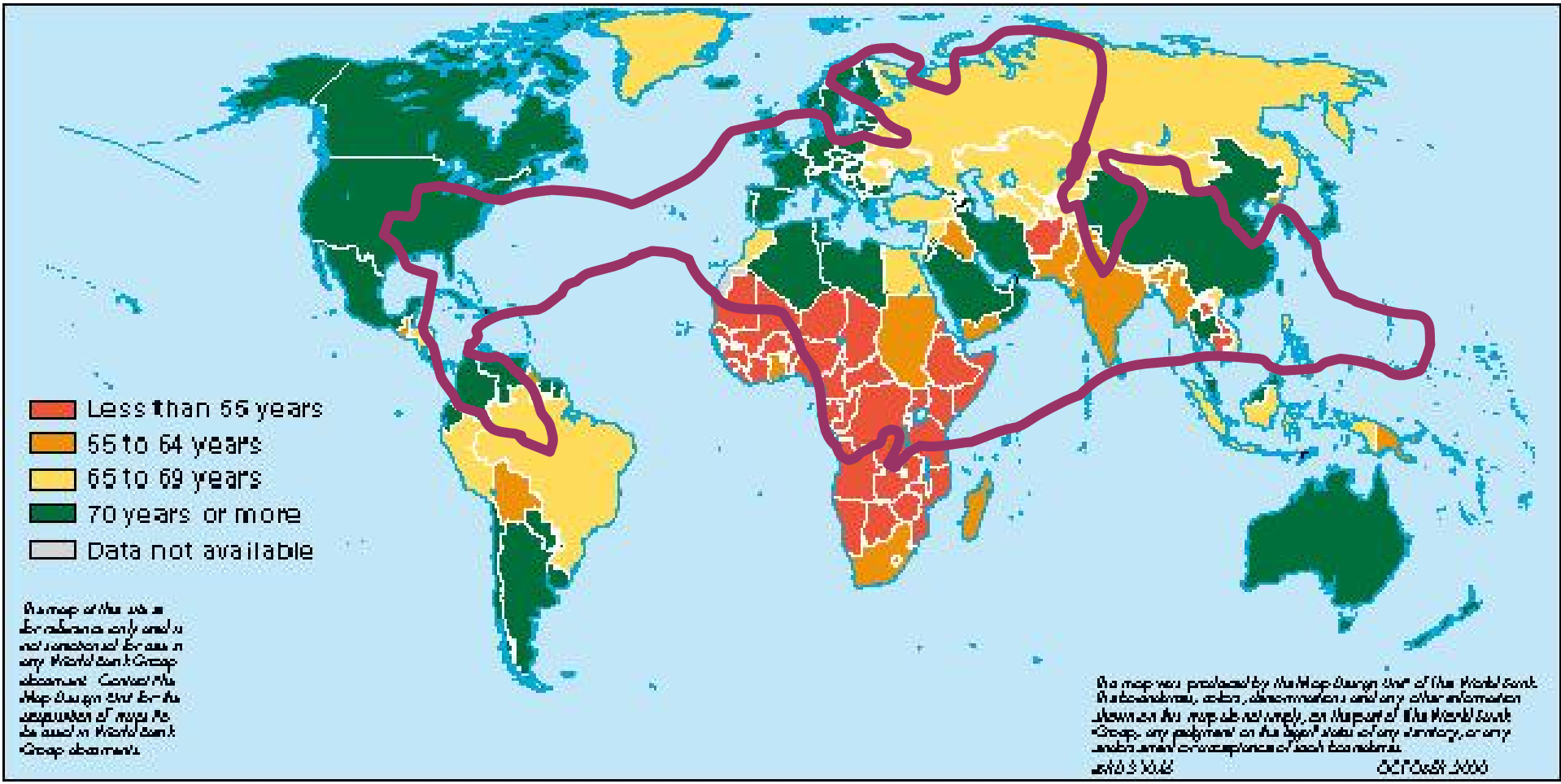
First, an aside….
Sustainability & Security & Military

Access to Safe Water, 1990-96



Maps from Development Education Program, the World Bank Group.
Line added by B. Hull

Life Expectancy from Birth



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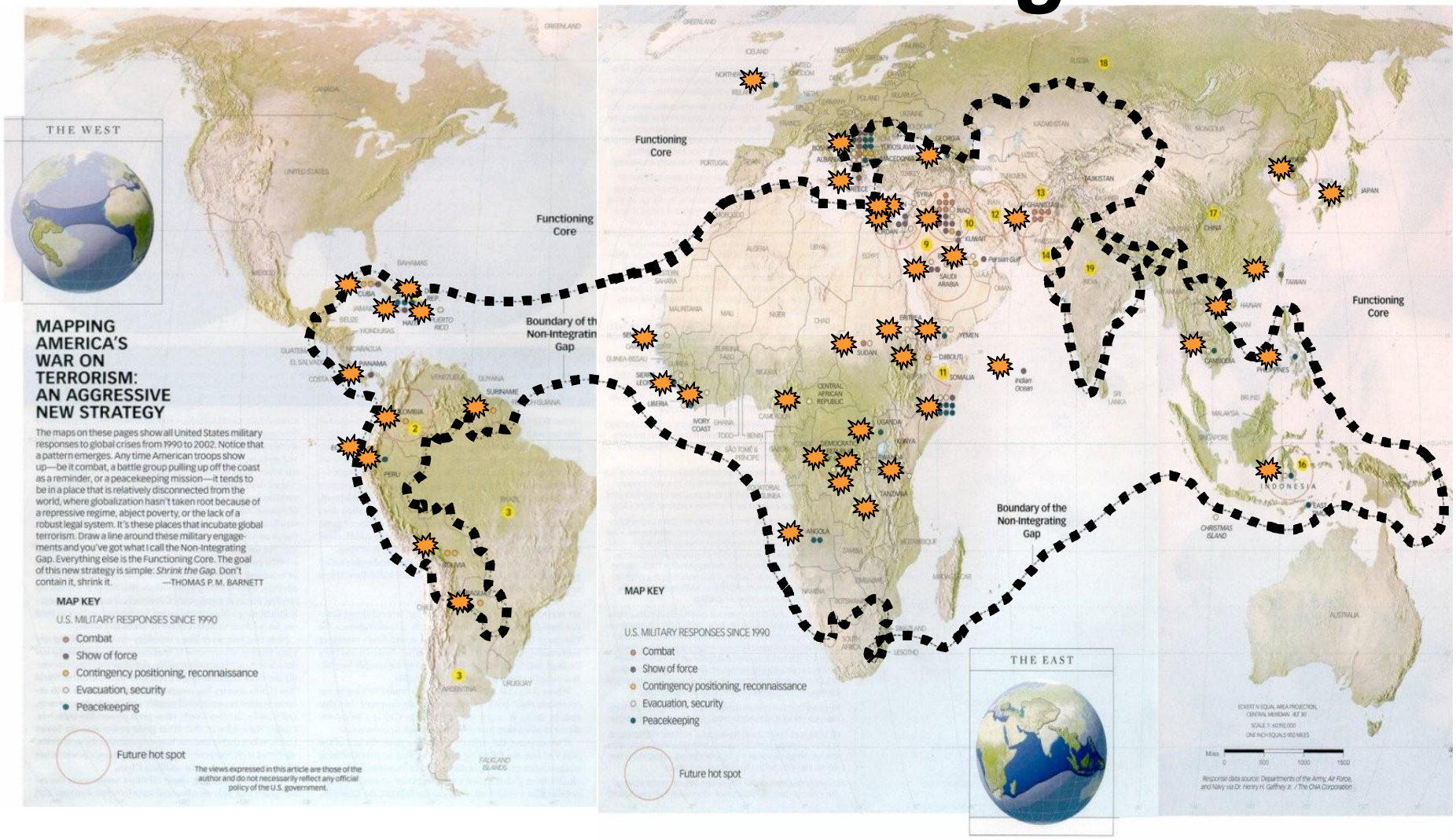
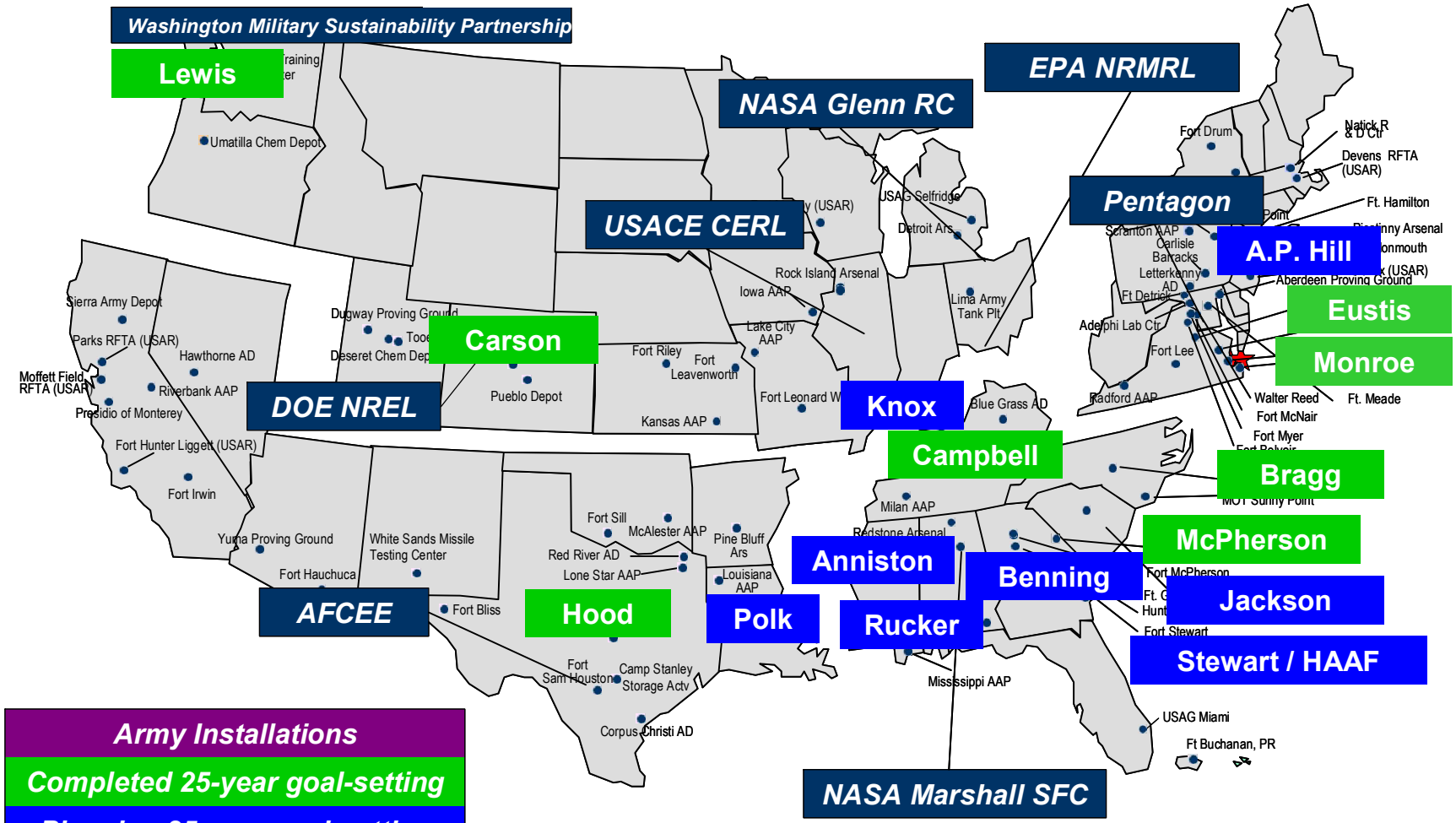
Line added by B. Hull

Global Challenges

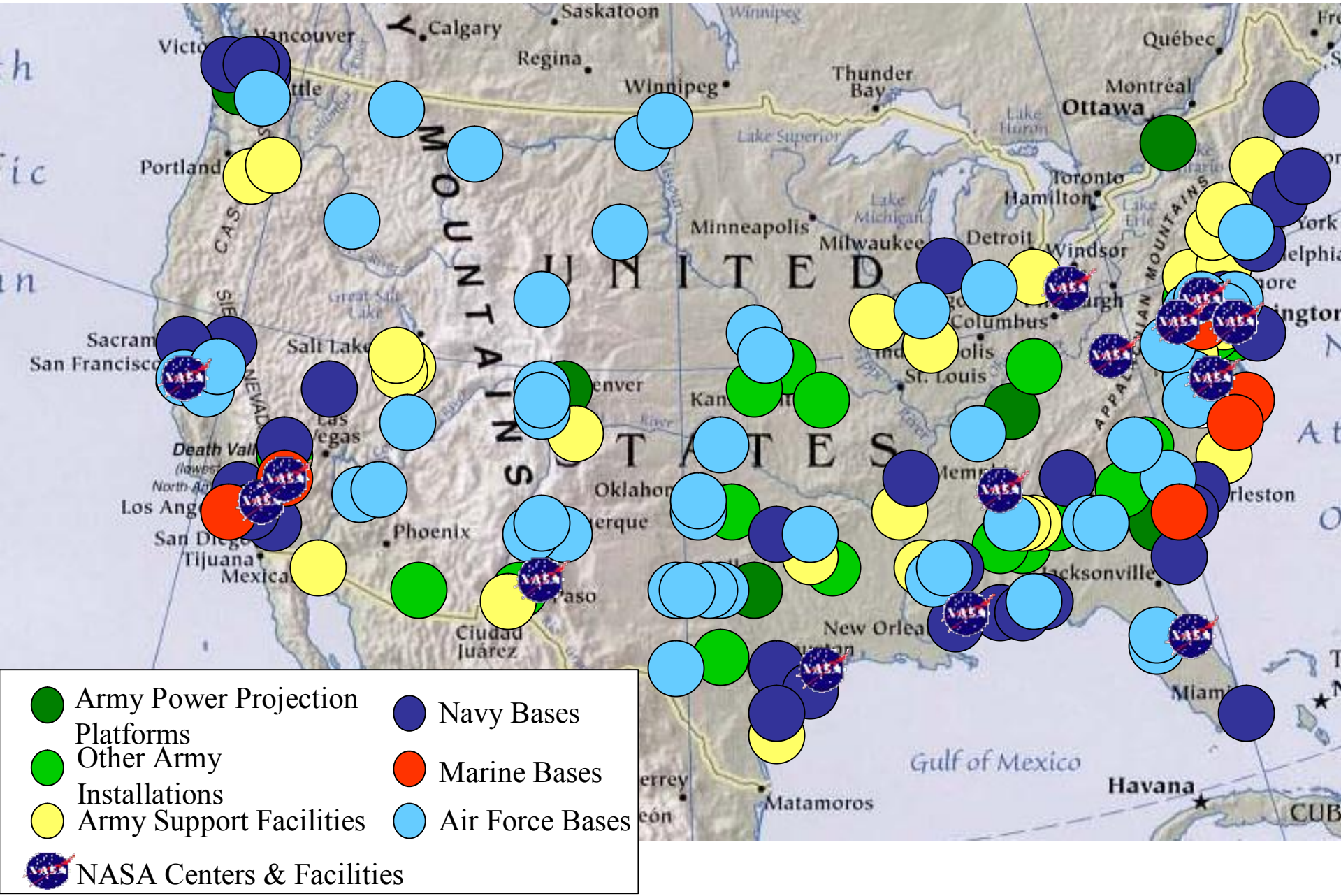


Esquire, March 2003, **THE PENTAGON'S NEW MAP:** IT EXPLAINS WHY WE'RE GOING TO WAR, AND WHY WE'LL KEEP GOING TO WAR. BY **THOMAS P.M. BARNETT, U.S. NAVAL WAR COLLEGE**
[Maps by William McNulty, Black and Orange details added by B. Hull]

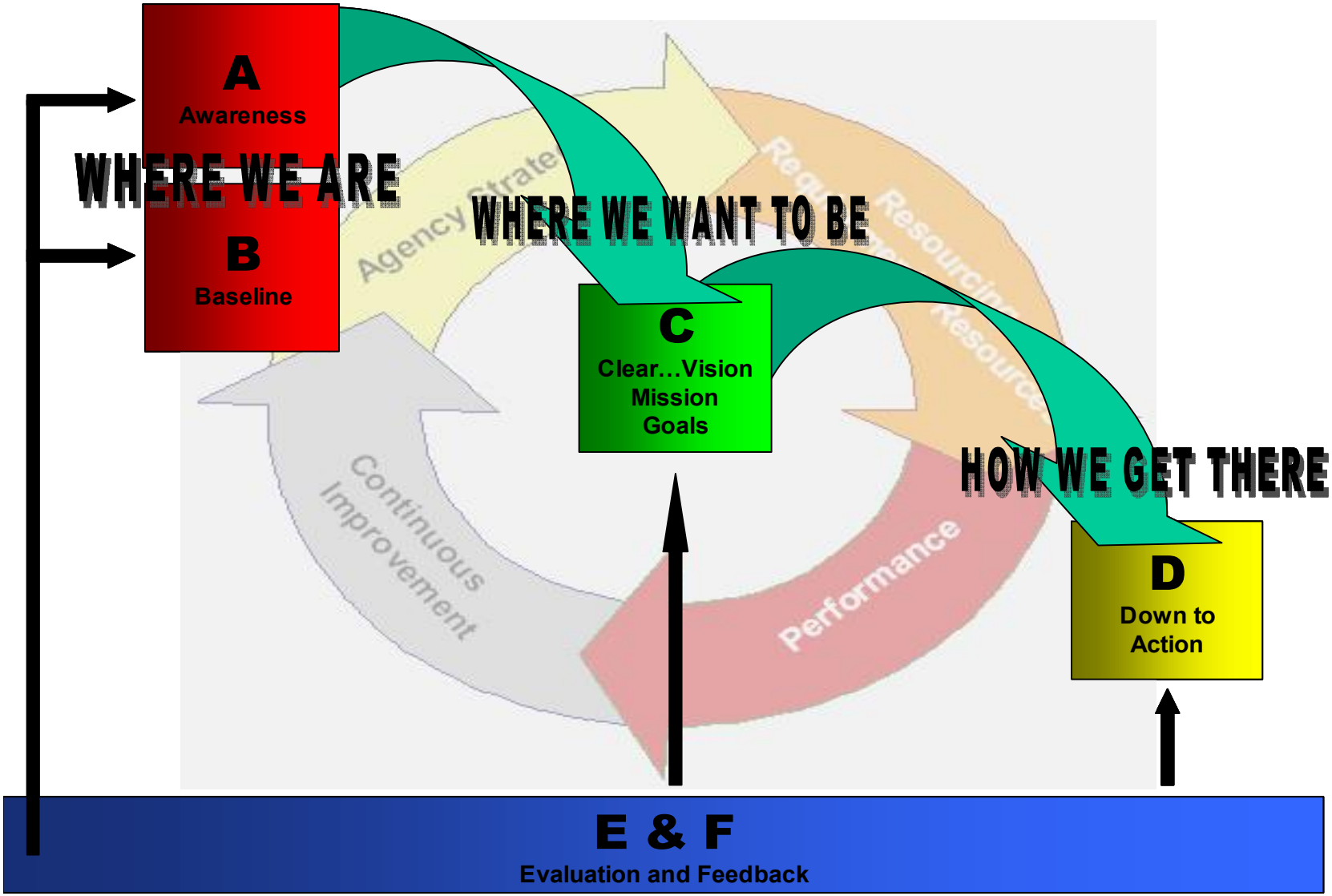
Many Federal Installations, Labs, and other Organizations are Pursuing Sustainability –



Government Sphere of Influence



STRATEGIC PLANNING FOR SUSTAINABILITY – ABCDEF MODEL



Time to be Sustainable

Getting Started	Engagement Strategy	Building The Team	The Baseline Document	The Goal-Setting Conference	Writing The Plan	Implementing The Plan	Going Regional
Teach yourself and others the basics: Essential literature Book clubs Sustain-ability 401 Web sites and newsletters Experts/ consultants Conferences Identify "must read" documents and "must see" people	Assess Command support Determine key players Access tools and assistance from other installations, HQ staff, and external experts	Create initial awareness through Sustainability 401 training, book reviews, and desk-side briefs Host Workshop 1 Host Workshop 2	Gather information from sources on and off post Write first draft Review document Publish final baseline document	Prepare for goal-setting conference (Workshop 3): Select date and site Invite participants and guest speakers Form groups Host the conference	Host Workshop 4 to identify targets, objectives, and initiatives Link objectives and targets to installation's strategic plan and EMS Program for money	Articulate requirements to HQ Identify external sources for funding Link plan to EMS Keep momentum going: Use EMS Educate others	Determine area(s) of interest Identify the following: Groups to participate Type of forum Funding sources Conduct education/ outreach

Example - Installation Challenges

Fort Bragg, while in compliance with environmental law, faces the following issues that may impact its mission:

- An estimated 125,000 acre training shortfall – and a community growing up against the fenceline
- Degraded air quality, which soon will not meet federal standards for ozone and particulate matter – perhaps resulting in constraints on smoke/obscurant use, construction, and transportation
- A water demand of over 3 billion gallons each year from the Little River– while the upstream Raleigh-Durham community demand for water from the same river is growing exponentially
- Skyrocketing resource costs: $30M/year for energy alone

Fort Benning Sustainability Challenge Statements

Focus Areas:

- Military Training
- Installation Management
- Power Projection
- Regional Interaction

Military Training Challenge Statement

As the U.S. Army's premier joint, combined, and inter-agency training center; with the primary mission of providing the nation with the world's best trained Infantry Soldiers and adaptive leaders imbued with the Warrior Ethos, as well as defining Infantry requirements for material developers to meet the needs of the future force; and considering changing requirements balanced with community input, environmental stewardship, and resource constraints (e.g. people, land, money) in a regional context…

How does Fort Benning execute state of the art training and experimentation for current and future requirements over the next 25 years?

Installation Management Challenge Statement

Army Installation Management business processes are complex, fragmented and often inefficient, and impact the sustainability of Fort Benning. In our proactive effort to manage human, material and energy resources in a sustainable manner:

- How do we develop an effective and operational Integrated Master Plan that addresses competing objectives and a master planning group that maintains continuity through command changes?
- How can we effectively purchase performance-based products and services (effective, efficient, environmentally, and socially friendly) that fully support and complement the Installation's three principal missions?

Installation Management Challenge Statement (cont.)

- How can we design and build structures that are adequate, effective, easily maintained, environmentally friendly, energy and water efficient, safe and ADA-compliant?
- How does Fort Benning transition into privatization contracting and maintain a major stakeholder role?
- How can we develop a comprehensive transportation plan that radically changes commuting, on-post transportation habits, and improves safety?
- How can we eliminate dependence on fossil fuels for transportation and move beyond compliance with AFV executive orders?

Installation Management Challenge Statement (cont.)

- How do we ensure that adequate support services are available, responsive, and accessible; particularly in light of the increasing numbers of Soldiers and their changing situations?
- How do we write and manage utility and waste management contracts in a sustainable manner and provide incentives for conservation by users?
- How do we communicate installation sustainability goals, objectives, and targets?

Power Projection Challenge Statement

As a power projection platform, we must deploy a Brigade sized element in 72 hours. Fort Benning's infrastructure, services, and lands are inadequately managed to concurrently deploy multiple units by air, rail, and ship, and to support all needs of mobilization/deployment, unit sustainment, and POI training requirements. Increased future mission and OPTEMPO will create uncertain demands for water, energy, and lands that may have already reached capacity. Fort Benning and the local community must cooperatively provide many community services, such as medical services, emergency response, and utilities.

How will Fort Benning meet all the requirements of the Army Force Generation Model by mobilizing and deploying forces?

How will Fort Benning maximize efficiency of infrastructure, resources and services, minimizing environmental impact, and ensuring quality of life on and off post?

Regional Interaction Challenge Statement

- Sustained long-term growth and periodic variations result in changing land use and potential urban sprawl that threaten the use of installation training lands and negatively impact the quality of life in the region.
- These factors have led to increased demand for natural resources and utilities which have the potential to degrade water, air quality, and green space/habitat.
- In addition, Fort Benning is transitioning to a greater reliance on the community for basic services, education, health care, public service, etc.

How does Fort Benning strengthen partnerships with the regional community in order to maximize and sustain its training and deployment missions, quality of life for Soldiers, family and neighbors, and protect/enhance the environment?

Strategic Goals

- **Military Training**: Increase training space (air, land, water, bandwidth) by 50%.
- **Installation Management:** Achieve procurement of 100% sustainable goods and services by establishing an effective procurement network that minimizes life cycle costs, maximizes acquisition options, reduces delays, and establishes system-wide accountability and ownership.
- **Implement sustainable water acquisition, use and management practices that support the mission of Fort Benning**

  - Implement water conservation best practices to reduce per person usage by 50% by 2030
  - Zero contaminants in surface water runoff by 2015
- **Power Projection:** Increase deployment capacity and decrease deployment time for brigade elements by 2030 to 25% of FORSCOM standards:
  - Improvements in transportation systems by land, air, and ports
  - Optimize installation transportation systems
- **Regional Interaction:** A Chattahoochee Valley community that sustains the Fort Benning mission, enhances quality of life, and protects and restores the environment
- **Each goal has metrics, proponents and team members**

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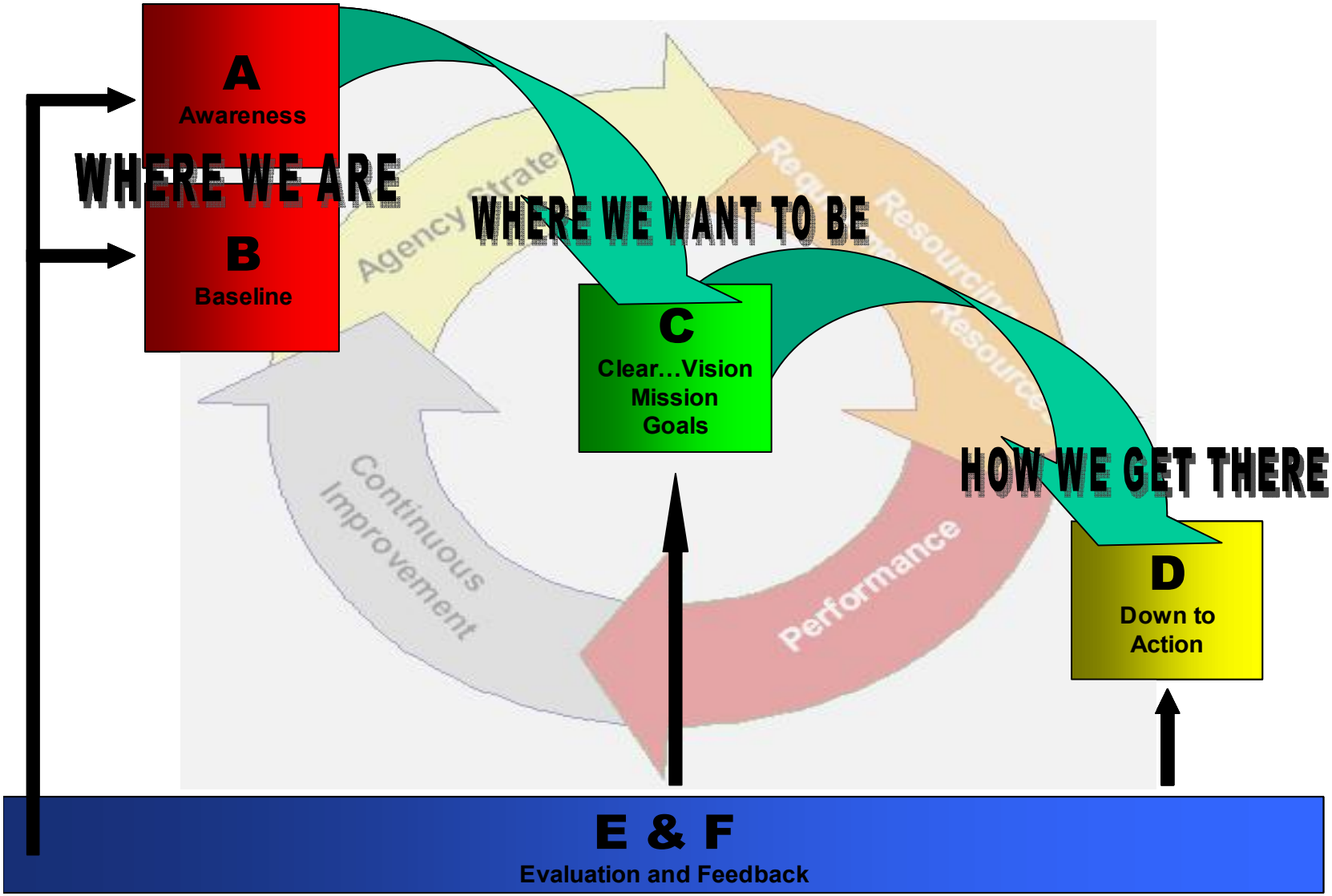

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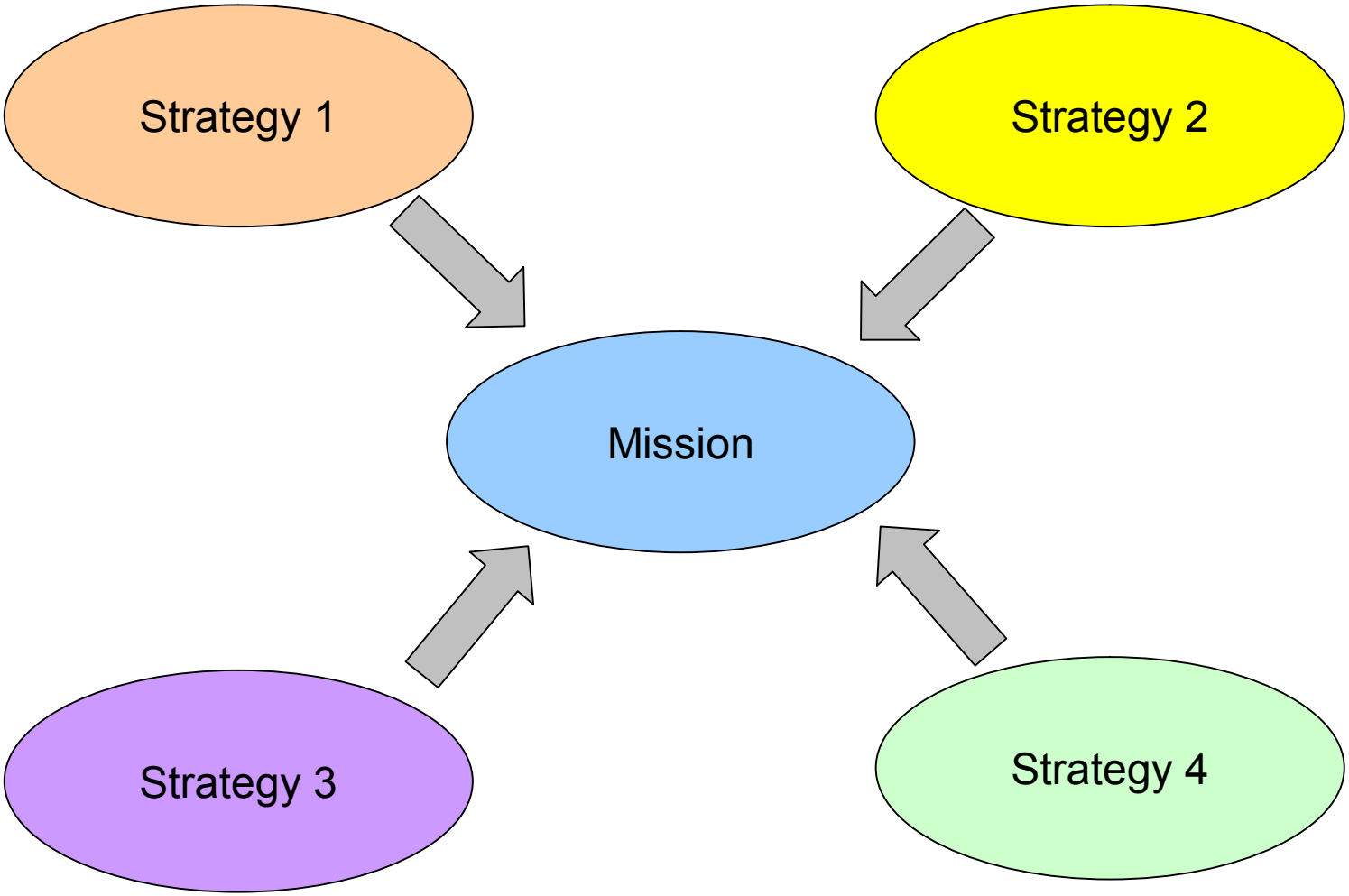
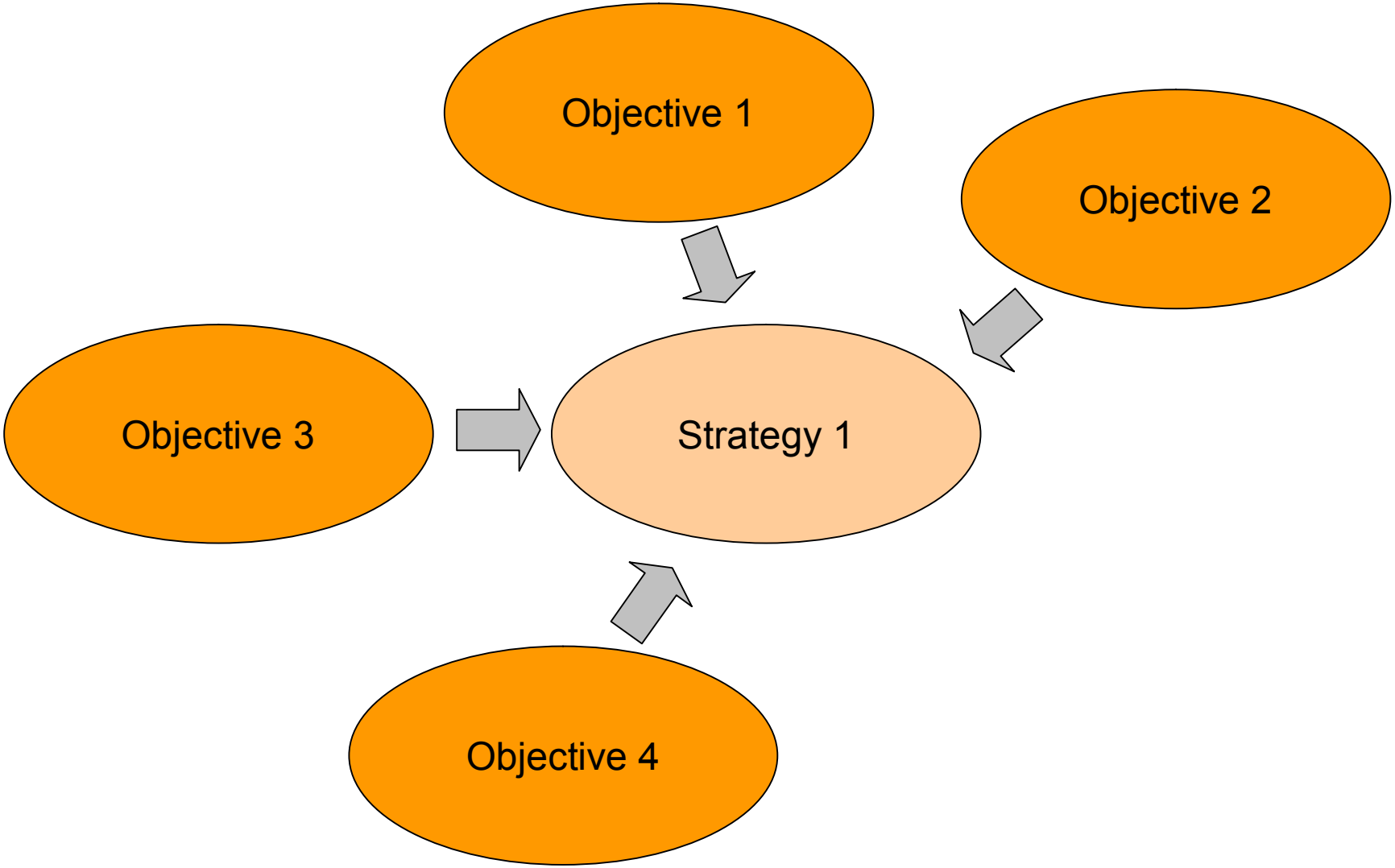
Building Lasting Solutions

1. Identify mission strategies & objectives
2. Map strategic priorities for mission accomplishment
3. Develop sustainability objectives
4. Map sustainability objectives to strategic roadmap
5. Review & revise per stakeholder feedback
6. Develop metrics & indicators
7. Execute sustainability plan
8. Measure progress
9. Seek out new opportunities
10. Adjust & repeat

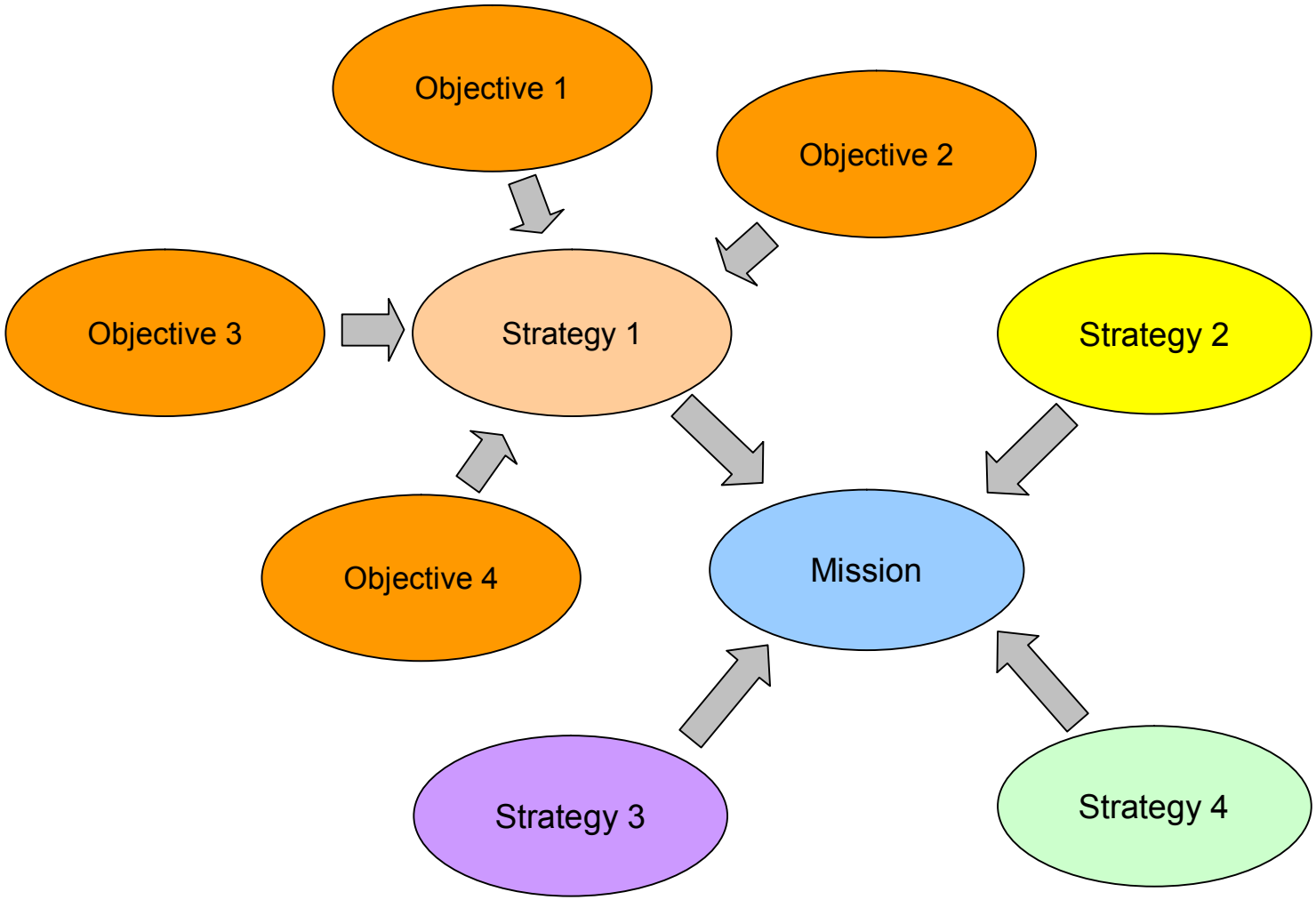
Map Core Strategies



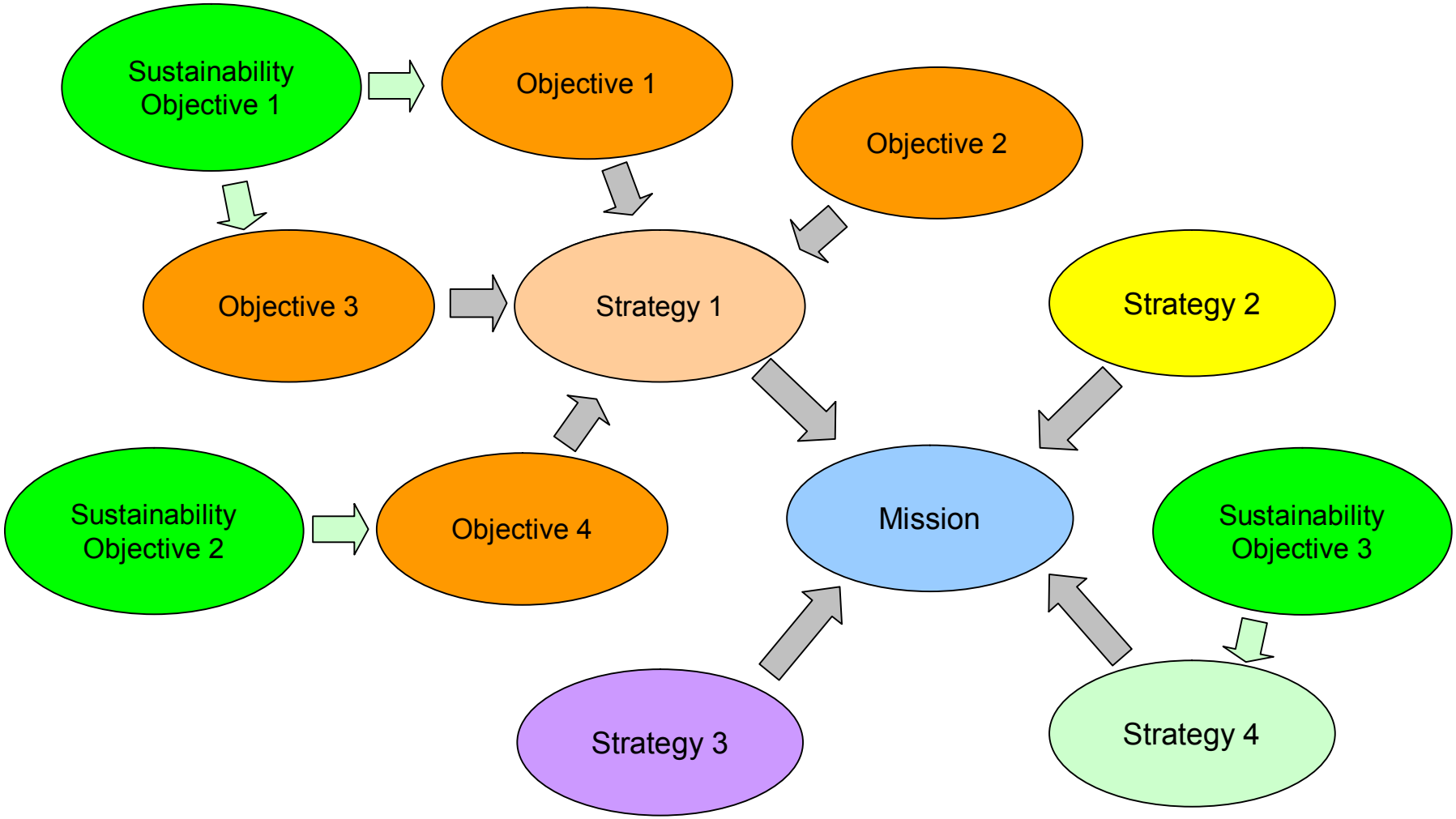
Objectives Serve Strategies



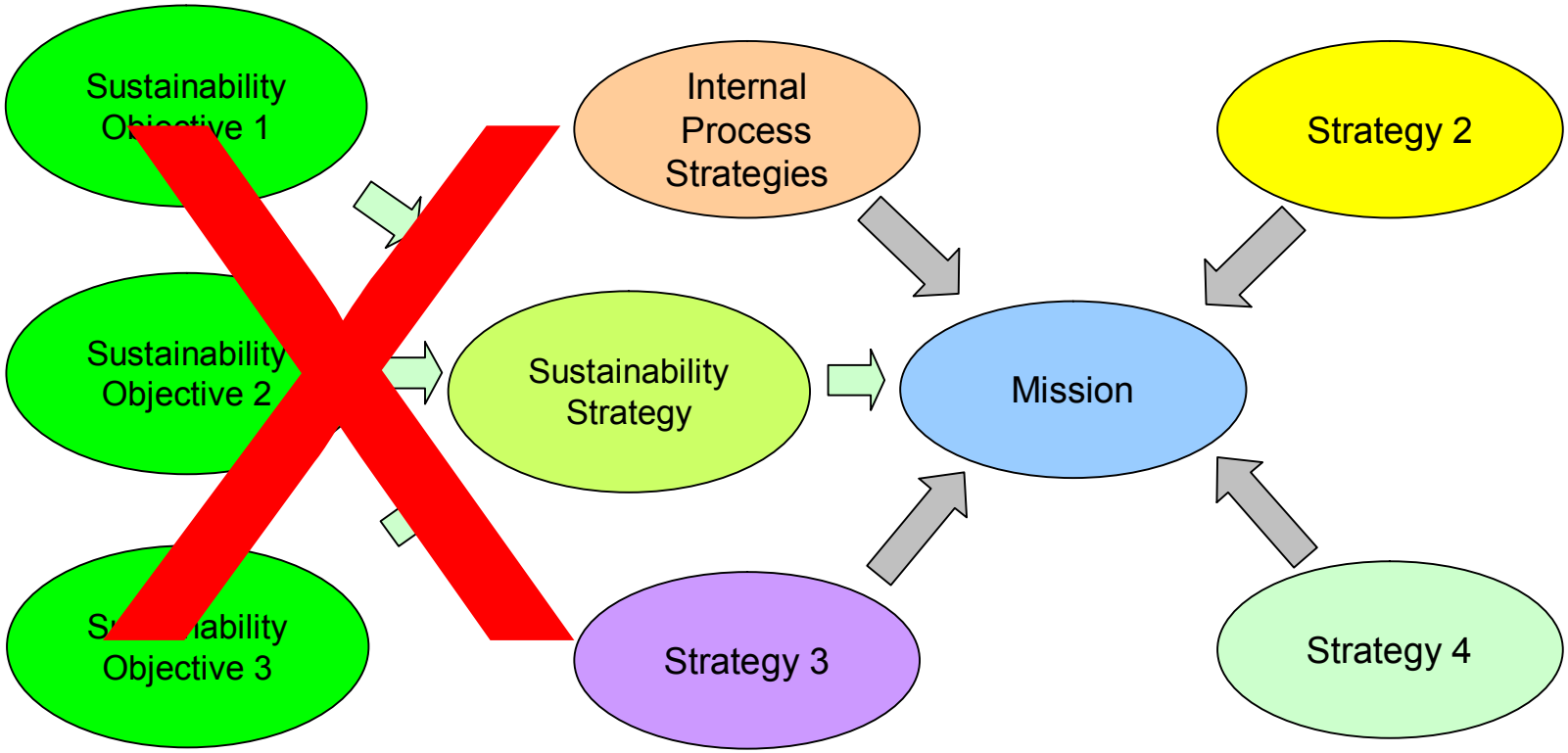
Map the Objectives



Integrated Sustainability



NOT “Add-On” Sustainability



Anyone interested?

What's required

- Champion = 1 FTE for 12 months
- NASA HQ comes with you to sell it
- Go through process
- Develop goals
- Integrate into strategic plan

NASA HQ supports: selling the concept; some $ (e.g., facilitation, expert speakers)